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Item 134 of the preliminary list*
Programme planning

Proposed strategic framework for the period 2016-2017

Part two: biennial programme plan

Programme 26 Internal oversight

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* A/69/50.



Overall orientation

26.1 The purpose of the programme is to enhance transparency and accountability and contribute to the efficiency and effectiveness of the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.

26.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the Financial Regulations and Rules of the United Nations (ST/SGB/2013/4) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office coordinates closely with the United Nations Board of Auditors, the Independent Audit Advisory Committee and the Joint Inspection Unit in order to minimize overlap and duplication of efforts.

26.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks.

26.4 To that end, the Office will: (a) propose measures to assist the Organization in establishing an internal control framework, including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the Organization. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, in accordance with applicable international standards and the mandates of the Office as approved by the General Assembly.

26.5 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, internationally agreed sustainable development goals. The Office also undertakes measures to support gender mainstreaming, including oversight of the United Nations gender mainstreaming efforts.

Subprogramme 1

Internal audit

Objective of the Organization: To improve the Organization's risk management, control and governance processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process of Member States and increased ability of the Secretariat to take appropriate actions based on internal audits, which strengthen internal control and governance processes and improve risk management	(a) (i) Increased acknowledgements of the Internal Audit Division's reports in the decision-making of Member States

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| <p>(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers</p> | <p>(ii) Maintained percentage of programme managers who express satisfaction with the quality and usefulness of the Internal Audit Division's reports</p> <p>(b) (i) Maintained percentage of critical audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness</p> <p>(ii) Maintained percentage of audit recommendations implemented by programme managers</p> |
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Strategy

26.6 The Internal Audit Division will continue, giving particular emphasis to quality assurance, the provision of methodological guidance and training for its staff, which should result in continued improvement in the quality, relevance and timeliness of its reports. The Division will also perform risk-based audits applying the International Standards for the Professional Practice of Internal Auditing to assist management in establishing and strengthening risk management, internal control and governance using a combination of assurance and advisory services. The Division will adapt its organization by reinforcing its capacity to meet future challenges, such as the implementation of the enterprise resource planning system, the International Public Sector Accounting Standards, enterprise risk management and major capital projects.

Subprogramme 2 Inspection and evaluation

Objective of the Organization: To strengthen accountability, learning, relevance, efficiency, effectiveness and impact in the implementation of programmes, as well as to ensure that outcomes of evaluation have a corresponding impact on strategic planning

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process of Member States and increased ability of the Secretariat to take appropriate actions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluations, that assess the relevance, efficiency and effectiveness of programmes and thematic issues	(a) (i) Increased percentage of programme and thematic inspections and evaluations that have been used by Member States to inform decision-making on efficiency, effectiveness and relevance in the implementation of programmes (ii) Increased number of programmes evaluated and inspected

Strategy

26.7 The Inspection and Evaluation Division provides independent evaluative evidence to enhance the Organization's accountability and promote learning. Evaluations and inspections contribute to improved relevance, efficiency, effectiveness and impact of the United Nations. The Division will contribute to the decision-making of Member States and strengthen the ability of the Secretariat to take appropriate actions by providing timely, objective, credible and relevant information on the Organization's performance. In coordination with other divisions of the Office and oversight bodies as appropriate, the Division will conduct evaluations and inspections, with cyclical coverage of programmes on a risk-assessed basis, using a standardized and methodologically rigorous approach to ensure the quality and usefulness of its reports. To provide quality assurance for Secretariat self-evaluation work, the Division will conduct a biennial review to provide Member States with reasonable assurances about the credibility and reliability of reported results.

Subprogramme 3 Investigations

Objective of the Organization: To enhance accountability through investigations of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct	(a) (i) Increased percentage of closure and investigation reports ^a that meet timeline targets (ii) Increased percentage of closure and investigation reports for which processes for applying corrective measures commence within 12 months
(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct	(b) (i) Increased number of United Nations personnel responsible for investigations or investigation tasks who receive investigation training (ii) Increased number of overall awareness-raising activities aimed at informing United Nations personnel about the consequences of misconduct and the related mechanisms (iii) Increased percentage of cases reported to the Office by United Nations personnel

^a An investigation report is a report in which misconduct has been substantiated. If misconduct is not substantiated, a closure report, not an investigation report, is issued.

Strategy

26.8 The Investigations Division investigates reports of possible misconduct and makes recommendations for appropriate action to promote accountability throughout the Organization. The Division conducts reactive investigations driven by reports of wrongdoing or misconduct submitted to it, and proactive investigations of high-risk operations.

26.9 The Division approaches issues of sexual exploitation and abuse in peacekeeping missions through cooperation with the Department of Field Support and mission personnel to form an overall response that emphasizes prevention, awareness and accountability. Economic fraud within the United Nations system is also targeted to promote accountability and safeguard the Organization's interests, assets and resources by limiting exposure to organizational risks.

26.10 The Division's direct responsibility ends with the release of an investigation report, but its work is part of a larger system of justice. As the Division's work is the entry point to that system, the quality and timeliness of the work is critical to the success of the system as a whole. The Division is considering ways to influence other parts of the system, such as processes for applying sanctions, to increase the impact and value of investigations.

26.11 The Division's outreach services promote protection of the Organization's interests, assets and resources. The outreach services include advisory services to programme managers to encourage a preventative approach to wrongdoing and, in accordance with General Assembly resolution 59/287, training of investigators outside the Office to improve the quality of first-response investigations and promote individual accountability.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244

59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
61/245	Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/234	Reports of the Office of Internal Oversight Services and financing of the Procurement Task Force
62/247	Strengthening investigations
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/265	Report of the Office of Internal Oversight Services on its activities
63/270	Capital master plan
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/232	Report of the Office of Internal Oversight Services on its activities
64/263	Review of the implementation of General Assembly resolutions 48/218 B, 54/244 and 59/272
65/250	Report of the Office of Internal Oversight Services on its activities
66/236	Report of the Office of Internal Oversight Services on its activities
67/258	Report of the Office of Internal Oversight Services on its activities





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Programme 27 Jointly financed activities

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A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216, 52/216 and 67/257, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall organizational reform and in the comprehensive review of the United Nations common system compensation package.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted (ii) Percentage of recommendations adopted by the Commission
(b) Effective remuneration and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) High percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for all duty stations of the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys and of the number of duty stations reviewed for hardship and mobility classification (ii) Maintenance of the completion rate for all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

27.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen the common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support in human resources reform as well as in the implementation of the outcome of the comprehensive review of the common system compensation package to ensure that the revised system is sustainable and meets the concerns of Member States, organizations and the staff.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and they provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of, and shall be responsible to, the General Assembly and similarly to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Joint Inspection Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, it must issue recommendations that are specific, measurable, attainable, relevant and time-bound (SMART).

27.8 The secretariat of the Joint Inspection Unit has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued for disclosure in the Unit's annual report.

27.9 The present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors and focuses on measuring the performance of the secretariat. It should be recalled however that, in accordance with resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.10 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective of the Organization: Improve the relevance, utilization of and follow-up to the reports, notes and management letters of the Joint Inspection Unit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(a) (i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years (ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous three years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	(b) (i) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(c) (i) Increased number of page visits to the Joint Inspection Unit website (ii) Increased number of people signing up for the Joint Inspection Unit website e-mail list

Strategy

27.11 During the biennium 2016-2017, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit presented its revised long- and medium-term strategy (A/66/34, annex I), which will determine the way the secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas; (b) the strengthening of the follow-up system on the implementation of recommendations through the maintenance and further development of the Unit's web-based tracking system; the development of key knowledge management and outreach strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations; (d) the implementation of recommendations identified through the self-evaluation and peer review, undertaken during the biennium 2012-2013, of the Unit's activities in order to ensure that its work is based on state-of-the-art developments in the fields of evaluation, inspection and investigations; (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.12 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, assumed the mandate of the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)) in 2001.¹ CEB has three pillars: the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group. The High-level Committee on Programmes supports policies, strategies and guidance for the United Nations system to meet emerging challenges relating to international cooperation and development. The High-level Committee on Management provides

¹ See Economic and Social Council decision 2001/321.

guidance on policies to, and promotes inter-agency cooperation and coordination among, the organizations of the system on administrative, management and security and safety issues with system-wide relevance and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. CEB, including the High-level Committee on Programmes and the High-level Committee on Management is serviced and supported by a single, jointly financed secretariat, while support for the United Nations Development Group is funded separately.

27.13 In the biennium 2016-2017, the Board will continue to coordinate the activities of the United Nations system to help member states to fully realize and sustain the implementation of internationally agreed development goals and the outcomes of the major United Nations conferences and international agreements. The Board will also guide the United Nations system in the transition towards supporting the post-2015 development agenda. It will deepen the understanding of and coordinate joint responses to high-priority global challenges, including those related to poverty eradication, sustainable development, climate change and cybercrime and cybersecurity, in accordance with intergovernmental mandates; achieve the inclusive, purposeful mobilization of resources and capacities; enhance knowledge-sharing; and help to increase transparency and accountability. The Board will further strengthen the support of the United Nations system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the Istanbul Programme of Action for Least Developed Countries; and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development. It will also actively support the mainstreaming of gender and youth perspectives in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.14 Through its High-level Committee on Programmes, CEB will continue to promote integrated solutions to the challenges of sustainable development, peace and security, and human rights; maximize synergies among United Nations system organizations through joint actions; and foster system-wide normative and policy coherence in response to intergovernmental mandates. Enhancing the coherence and effectiveness of the contribution of the system to realize the implementation of the internationally agreed development goals will remain a priority of the Committee, while it simultaneously helps the system to adapt as necessary to support the new United Nations development agenda. Concurrently, the High-level Committee on Programmes will continue to scan and identify emerging programme issues requiring a system-wide response and to support joint approaches on such priority issues as sustainable development, including in urban areas; climate change; disaster risk reduction; humanitarian action; rule of law; countries with special needs; food, water and energy security; migration and development; and policies on drugs and crime.

27.15 Through its High-level Committee on Management, CEB will further the cooperation among the United Nations system organizations in: advancing accountability and transparency; harmonizing human resource management

practices, consistent with reforms approved by governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, increasingly harmonized business practices. In the area of human resources management, the focus will be on active collaboration with the International Civil Service Commission and with the United Nations common system organizations for the implementation of the decisions of the General Assembly following the completion of the comprehensive review of the United Nations system compensation package and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: sustaining compliance with the International Public Sector Accounting Standards (IPSAS) throughout the system; expanding the United Nations system initiatives to put in place common treasury services that have already generated considerable savings; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, attention will be given to strengthening the ability of agencies to efficiently, and in a coordinated fashion, address cybersecurity challenges, respond to calls for examination of interoperability among enterprise resource planning systems and continue to explore efficiencies in data communications facilities. During the biennium, CEB will also build on the results achieved through the High-level Committee on Management Plan of Action for the Harmonization of Business Practices.

27.16 The CEB secretariat will continue to provide efficient and effective support, including by ensuring that the discussions of CEB and its subsidiary machinery are supported by sound analytical material; supporting the Board and its subsidiary mechanisms in developing the structure, content and organization of their sessions; developing analysis and information to assist CEB to gain greater understanding of possible duplication and overlap of activities in specific areas; and assisting the Board in developing a system-wide methodology for different agencies working on the same issues. The secretariat will also facilitate regular and structured information flow to United Nations system organizations and to Member States and the general public on inter-agency decisions, statistics on system-wide resources, policies and practices, and major trends and developments of concern to the system as a whole. The engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and of the CEB secretariat with the Committee for Programme and Coordination, will continue during the 2016-2017 biennium.

Objective of the Organization: To leverage the full capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of joint United Nations system coordination initiatives developed through CEB in response to global challenges

- (b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations
 - (ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-level Committee on Management, the High-level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations
 - (iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the Assembly
- (b) (i) Increased number of coordinated system-wide responses, under the purview of the High-level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement), to initiatives of the International Civil Service Commission, staff-management issues, and financial and budgetary matters
- (ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities
- (c) (i) Number of actions taken to enhance knowledge-sharing among United Nations system organizations and with Member States, including through additions and enhancements to knowledge repositories and tools (web- or paper-based)
- (ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional requirements developed through system-wide consultation
- (d) (i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of sustaining compliance with IPSAS

(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations

(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system

(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to sustaining compliance with IPSAS

- (ii) All information on IPSAS compliance (post-implementation) by organizations of the United Nations system is reported on time to Member States

Strategy

27.17 During the biennium 2016-2017, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capability of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system in order to enhance their overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals, as well as transition to the post-2015 development paradigm. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. The High-level Committee on Management will utilize its functional networks on finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues to disseminate best practices, modern management approaches and partnerships in all areas of management. As necessary, the three subsidiary mechanisms will draw on inter-agency networks, task forces, working groups and clusters to strengthen linkages between the normative and operational work of the system.

27.18 With regard to sustaining IPSAS compliance by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) facilitating information-sharing and supporting organizations in sustaining IPSAS compliance, including support on specific technical issues and monitoring and coordination of accounting/reporting diversity, through website and e-mail communication and reports and meetings; and (b) supporting input into and understanding of changes to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009
64/262	Report of the Joint Inspection Unit for 2009 and programme of work for 2010
65/270	Report of the Joint Inspection Unit for 2010 and programme of work for 2011
66/259	Joint Inspection Unit
67/256	Joint Inspection Unit

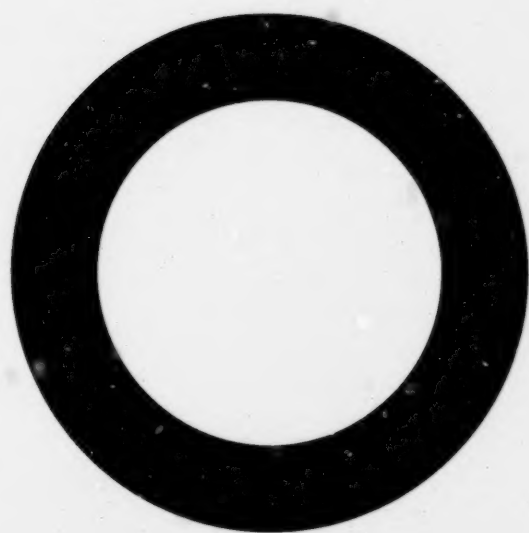
C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
62/277 and 63/311	System-wide coherence
62/224, 63/247, 64/229, 65/244 and 66/8	Programme planning
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system





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Programme 28 Safety and security

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* A/69/50.



Overall orientation

28.1 The purpose of the programme is to provide leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

28.2 The overall objectives of the programme are: (a) to enable United Nations activities by ensuring effective and timely responses to all security-related threats and emergencies; (b) to ensure effective risk mitigation through coordinated security risk management methodology, including a threat and risk assessment mechanism implemented in cooperation with authorities of host countries; and (c) to continue to develop best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

28.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce vulnerability and maximize resources, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working with all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

28.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2016-2017, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the continuing formulation and implementation of policies and procedures for the security and safety of United Nations personnel and their eligible dependants, visitors, delegates, premises and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will continue to support the systematic determination by the United Nations system of the criticality of its programmes, especially in high-risk environments, in order to augment the security risk management approach followed by the United Nations security management system. The Department will continue to improve its security analysis capability and foster Member State collaboration. The Department will continue to lead in coordinating the activities of the United Nations system security and safety network. The Department will continue to examine measures to strengthen both human and financial capacity available in the Department in order to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1

Security and safety coordination

Objective of the Organization: To provide a secure and safe environment for staff members, delegates, visiting dignitaries and other visitors on United Nations headquarters premises and regional commissions, and to prevent damage to United Nations property and facilities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased percentage of elements of minimum operating security standards achieved at United Nations headquarters locations and regional commissions (ii) Decreased number of unauthorized entries to United Nations premises (iii) Reduced number of safety-related claims received
(b) Systematic and coordinated delivery of protective services for senior United Nations officials	(b) Increased number of instances of travel reviewed and personal protection needs assessed for senior United Nations officials
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations

Strategy

28.5 This subprogramme is the responsibility of the Division of Headquarters Security and Safety Services. The Division will provide strategic guidance and direction to the Security and Safety Services to support the programmes of the United Nations system. These Services provide round-the-clock security to the relevant premises and will continue to enhance the security and safety of the United Nations environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters locations and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training, which will also maximize the utilization of officers for multiple specialized security roles. The Division will ensure that all United Nations personal protection operations are delivered in a systematic and coordinated manner.

Subprogramme 2

Regional field coordination and support

Component 1

Regional field operation coordination

Objective of the Organization: To provide a secure and safe environment for staff members of the United Nations system, associated personnel and eligible dependants, and to enable United Nations programme activities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved safety and security arrangements for the United Nations	(a) (i) Updated security risk assessments endorsed by the Division of Regional Operations (ii) Increased percentage of minimum operating security standards/minimum operating residential security standards consistent with security risk assessments endorsed by the Division of Regional Operations and implemented in the field
(b) Enhanced preparedness for contingencies and crisis situations along with timely response to security incidents	(b) (i) Increased percentage of security plans endorsed by the Division of Regional Operations (ii) Timely activation of crisis management and crisis response system
(c) Enhanced security management system	(c) (i) Timely review and endorsement of security levels in countries and missions where the United Nations is present (ii) Increased percentage of security assistance and assessment visits to countries and missions where the United Nations is present

Strategy

28.6 The strategy for implementing the subprogramme will focus on strengthening safety and security arrangements by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) ensuring the timely updating and the quality of all country-level security risk assessments; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations, peacekeeping operations and humanitarian and other special missions in the field; (f) carrying out analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety modalities and operating procedures, and developing crisis-management response plans, capabilities and procedures;

(h) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for their missions in the field; and
 (i) strengthening cooperation with the host country regarding the safety and security of staff members, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Component 2

Field support

Objective of the Organization: To provide safety and security knowledge and skills to all relevant actors within the United Nations system and to reduce and/or prevent critical-incident stress

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) Increased percentage of staff and their families in the high-risk duty stations in the field that receive stress-management training (ii) Increased number of United Nations and partner counsellors trained in critical-incident stress management in emergency settings (iii) Increased percentage of affected United Nations staff who receive emotional first aid and psychological damage control following reported critical incidents
(b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel	(b) Increased participation in security training
(c) Capacity to locate staff and to provide members of the security management system with relevant security information	(c) (i) Increased percentage of United Nations personnel and eligible dependants can be located at any given time at all United Nations locations worldwide

(ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department on the www.unsmin.org website, including the security level system, premises vulnerability questionnaire, cost share budget system, travel request information process, travel advisory and directory and the United Nations locations database

(d) Improved capacity to provide aviation risk management services relating to the suitability and use of air operators worldwide for operational planning

(d) Improved timeliness of services and advice relating to the suitability and use of air operators worldwide to assigned air travel focal points and Department of Safety and Security security professionals

Strategy

28.7 The strategy for the subprogramme focuses on creating conditions to minimize security-related incidents by: (a) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues and stress management; (c) developing and updating training materials, taking into account gender-specific issues; (d) providing counselling services to staff exposed to critical-incident stress; and (e) developing tools to ensure that all United Nations staff members with responsibilities in the United Nations security management system have access to information needed to perform their security functions.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel

59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system
65/132	Safety and security of humanitarian personnel and protection of United Nations personnel
67/85	Safety and security of humanitarian personnel and protection of United Nations personnel
68/101	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolutions

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel
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